



DARK SIDE

BRIGHT SIDE

INSIDE

# HOGAN PERSPECTIVES ON PERSONALITY



# HOGAN PERSONALITY INVENTORY

## THE 'BRIGHT SIDE' OF PERSONALITY – THE YOU THAT OTHER PEOPLE KNOW

The HPI is the first of a distinctive new generation of personality questionnaires shaped by job performance research. The HPI raises the aspirations for personality assessment from mere description of candidates to prediction of their job performance. Over more than 25 years, the HPI was refined on the basis of performance related validity research as the authors sought to 'capture excellence' across a wide range of jobs; identifying the facets of personality that distinguish the best from the rest. In addition to the more traditional construct validation processes, the HPI is supported by more than 250,000 administrations for which job performance data was also collected – and the archive continues to grow. With no distractions from a single-minded focus on job performance, the HPI has discarded items that fail to pull their predictive weight. The result is a 206 item questionnaire which identifies the individuals most likely to be effective in any role, and the roles in which individuals are likely to be most effective. It is the first normal range personality questionnaire based on the five-factor model of personality designed specifically for occupational assessment.

## USES

### Staff selection

The HPI has been designed to predict job performance and is rooted in unrivalled performance related validation. Consistent and reliable performance in any job depends on matching the individual's temperament to the demands of that role and the HPI provides 'sharp focus' assessment to this end.

### Personal development

Self-knowledge is the key to maximising potential. An individual's awareness of which personality characteristics are assets and which will limit performance provides the necessary basis for personal development. We all need to learn to manage those temperaments, impulses and dispositions that work against career success. Whether through coaching or other personal development programmes, HPI feedback contributes high status information to the process.

### Staff retention

The fall-out from bad appointment decisions will be evident in poor performance and low retention. Staff appointed to roles for which they are temperamentally unsuited are unlikely to resist opportunities for more fruitful employment elsewhere. The use of the HPI will allow appropriate redeployment of valued staff into more suitable roles.

## HPI PRIMARY SCALES

### Adjustment

Distinguishes those who are emotional, self-critical and prone to take things personally from those who are even-tempered, calm and steady under pressure.

### Ambition

Distinguishes those who have a relaxed attitude to recognition, promotion and power from those who are competitive, upwardly mobile and concerned about commercial success.

### Sociability

Distinguishes those who are quiet, reserved and like to be alone from those who are extrovert, talkative, exhibitionistic and always in search of company.

### Interpersonal sensitivity

Distinguishes those who are warm, friendly, tactful and want to please everybody from those who are tough minded, direct and unconcerned about being popular.

### Prudence

Distinguishes those who are organised and systematic but conservative and compliant from those who are impulsive and spontaneous but also flexible and innovative.

### Inquisitive

Distinguishes those who are original, imaginative, have wide interests and are focused on the 'big picture' from those who are practical, down-to-earth and uninterested in speculative questions.

### Learning approach

Distinguishes those who enjoy learning, value education as an end in itself and keep up-to-date from those who regard education as a means to an end rather than viewing it as intrinsically important.

## HPI OCCUPATIONAL SCALES

### Service orientation

Identifies those who are pleasant, courteous, co-operative and helpful in dealing with customers, clients and colleagues.

### Stress tolerance

Identifies those who handle pressure well and are not tense or anxious.

### Reliability

Identifies those who are honest, dependable and responsive to supervision.

### Clerical potential

Identifies those who are attentive to detail, congenial, organised and industrious.

### Sales potential

Identifies those who are socially skilled, self-assured, assertive and can create interest in products and services.

### Managerial potential

Identifies those who can lead others in a pleasant and effective fashion.



# MOTIVES VALUES PREFERENCES INVENTORY

## THE 'INSIDE' OF PERSONALITY – THE YOU THAT YOU KNOW

The MVPI promotes the understanding needed to deal with, advise, motivate or manage people more effectively. It provides an objective profile of the individual across important pre-dispositions that motivate choices and decisions. It explains why an individual directs their energies in the way they do and why they are able or willing to cope with the various situations in which they may find themselves. MVPI profiles are concerned with a person's 'fit' with a job, team or organisation. Its effectiveness arises from the capacity to operate at these different levels within the organisation. Derived from over 80 years of literature on motivation, the ten scales of the MVPI form an all-encompassing taxonomy of the motives and values defined in research by the most prominent motivation theorists.

## USES

### The individual

The MVPI assists career decisions by identifying the values and motives that are most important to the individual and can define the job type, the team climate or the corporate culture in which they are most likely to flourish.

### The team

The MVPI is ideal for team profiling and for mapping team dynamics. The MVPI profiles of team members indicate where values and priorities converge and contribute to team climate. They can also show where there is diversity and where there are opposing factions that may be a potential source of conflict.

### The organisation

The MVPI supports culture surveys that reflect the actual values 'on the ground' in contrast to the desired values of mission statements, company literature and websites. By segmenting the organisation according to managerial seniority, region, branch, department, function or product, and generating composite MVPI profiles for each segment, a detailed map of corporate culture throughout the organisation is obtained.

The MVPI is the only commercial psychological inventory that has the capacity to evaluate person-organisation fit across such a comprehensive taxonomy of motives and values.

## MVPI SCALES

### Recognition

The desire to be appreciated, recognised, visible and the centre of attention.

### Power

A preference for challenge, competition, success, control and getting ahead.

### Hedonism

Giving high priority to pleasure, recreation, entertainment, excitement and variety.

### Altruistic

A concern for social justice and the improvement of society and a desire to help the less fortunate.

### Affiliation

An appreciation of friendships, the company of others and varied social contact.

### Tradition

A concern for morality, high standards and well-established principles of conduct.

### Security

A preference for structure, order and predictability in employment and finance.

### Commerce

An interest in material success, realising profits and finding business opportunities.

### Aesthetics

An appreciation of aesthetic values and creative self-expression.

### Science

A preference for evidence over opinion and an analytic approach to problem solving.



# HOGAN DEVELOPMENT SURVEY

## THE 'DARK SIDE' OF PERSONALITY – BEHIND THE SOCIAL MASK

Bosses that alienate colleagues and subordinates undermine the commitment and effectiveness of the workforce with inevitable consequences for productivity, retention and the bottom line. Based on research into management derailment, the HDS identifies 11 such patterns of dysfunctional interpersonal leadership behaviour. These 'dark side' tendencies erode trust, loyalty and enthusiasm and are of particular concern in relation to supervisory, managerial and leadership roles. The HDS measures 11 flawed interpersonal styles that become exaggerated under pressure and are difficult to detect in interviews.

## USES

### Management development programmes

Research indicates that for most people their line manager is a major source of stress. Most managers can improve their interpersonal effectiveness and HDS based development programmes help to reduce employee stress, improve staff morale, increase job satisfaction and retention and optimise the constructive influence of managers.

### Coaching

For those in positions of responsibility, dysfunctional interpersonal skills are amongst the most frequent causes of failure. The HDS is highly effective in highlighting the areas appropriate to a coaching agenda. While for some individuals, group or team situations may be a suitable context for personal development, in many cases face-to-face HDS based coaching is more appropriate.

### Advanced team building

The HDS takes team building to another level by addressing dysfunctional behaviours that threaten working relationships. Within teams that work in a confined physical or psychological space 'dark side' characteristics will upset team dynamics, add to stress and adversely affect performance. An appreciation of the stress reactions of other team members will help to reduce the impact of disruptive 'dark side' tendencies.

### Management selection

High HDS scores pinpoint potential problem areas. From an actuarial point of view the total number of extreme HDS scores provides an indication of the possible risks associated with any appointment. At the later stages of the recruitment process HDS profiles help to focus on areas that can be fruitfully explored at interview and support more insightful interpretation of assessment centre observations.

## HDS SCALES

### Excitable

A tendency to swing from enthusiasm for people, projects and organisations to disappointment or disaffection with them. Others find such people hard to work with because they are moody, irritable, bad tempered, inconsistent and impossible to please.

### Sceptical

A tendency to be suspicious and to mistrust others' motives and intentions. Such people are shrewd and difficult to fool, but hard to work with because they take criticism personally, readily feel mistreated and are prone to retaliate when they feel they have been wronged.

### Cautious

A tendency to be over concerned about making mistakes and being embarrassed. Such people are reluctant to take the initiative for fear of being criticised and are hard to work with because they are rule-bound and unwilling to take chances or express controversial opinions.

### Reserved

A tendency to be self-sufficient and indifferent to social feedback or the moods and feelings of others. Others may find them hard to work with because they seem self-focused, uninterested in other people's problems and unaware of how their actions affect others.

### Leisurely

A tendency to be inflexible about work practices and to be stubborn about sticking to one's own timetable and standards of performance. Others may find such people hard to work with because of their procrastination, stubbornness and reluctance to be part of a team.

### Bold

A tendency to overestimate one's talents and accomplishments, to ignore one's shortcomings and to have a strong sense of entitlement. Although they make a strong first impression, such people are hard to work with because they are opinionated, self-absorbed and unwilling to learn from their mistakes.

### Mischievous

A tendency to be impulsive, excitement seeking and manipulative. Such people appear charming and make a good first impression, but are hard to work with because they are more 'spin' than substance, take risks and ignore their mistakes. They are also hard to advise and don't fully evaluate the consequences of their decisions.

### Colourful

A tendency to expect others to see them as interesting and worthwhile. They perform well in public, appear charismatic and competent and know how to create an aura. They are hard to work with because they are self-centred, impulsive, over committed, too quick to take the credit and unwilling to listen – especially to negative feedback.

### Imaginative

A tendency to think and act in ways that are unusual, striking and perhaps at times, odd. Others may find them hard to work with because, although they may be creative, they are impulsive, eccentric and unaware of how socially inappropriate their ideas may be.

### Diligent

A tendency to be indiscriminate about when to be conscientious, orderly and attentive to detail. Such people are organised and hard working but difficult to work with because they are unable to delegate. Their determination to do every task equally well makes them seem fussy, critical and stubborn about their work.

### Dutiful

A tendency to be eager to gain approval and to be excessively careful to please their superiors. Such people defer to others in order to maintain amicable relationships. They seem pleasant, agreeable and compliant, but are difficult to work with because they are indecisive and find it impossible to make decisions on their own.

# HOGAN REPORTS

## HoganSELECT

Advantage Report (HPI)

Fit Report (HPI, HDS and/or MVPI)

Express Report (HPI)

Basis Report (HPI, HDS and/or MVPI)

Safety Report (HPI)

High Potential Report (HPI, HDS & MVPI combined)

## HoganDEVELOP

Career Report (HPI)

Manage Report (HPI)

Compass Report (MVPI)

Interpret Report (HPI, HDS or MVPI)

HDS Feedback Report

Full Interpretive Report (HPI, HDS or MVPI)

## HoganLEAD

Potential Report (HPI)

Challenge Report (HDS)

Values Report (MVPI)

Coaching Report (HPI, HDS & MVPI combined)

Summary Report (HPI, HDS & MVPI combined)

## Sample reports

To download sample Hogan reports, please visit our website

[www.psychological-consultancy.com](http://www.psychological-consultancy.com)

# HOGAN CERTIFICATION

PCL IS THE UK'S MOST EXPERIENCED HOGAN TRAINER. WE HAVE BEEN DELIVERING BPS VERIFIED TRAINING FOR 20 YEARS AND HOGAN TRAINING FOR 15 YEARS.

## CERTIFICATION & QUALIFYING OPTIONS

HOGAN CERTIFICATION COURSE (HPI, HDS & MVPI COMBINED)

## ADDITIONAL TRAINING OPTIONS

HDS MASTERCLASS

HOGAN ADVANCED INTERPRETATION

HOGAN ADVANCED FEEDBACK

## FURTHER INFORMATION

For full details of Hogan report options, training course content and prices please call us on **01892 559540** or email [info@psychological-consultancy.com](mailto:info@psychological-consultancy.com)

